FEDERAL STUDENT AID

We Help Put America Through School

Consistent Answers for Customers

Release 2.0 Desktop Approach Deliverable

May 20, 2002

** Proprietary and Confidential **

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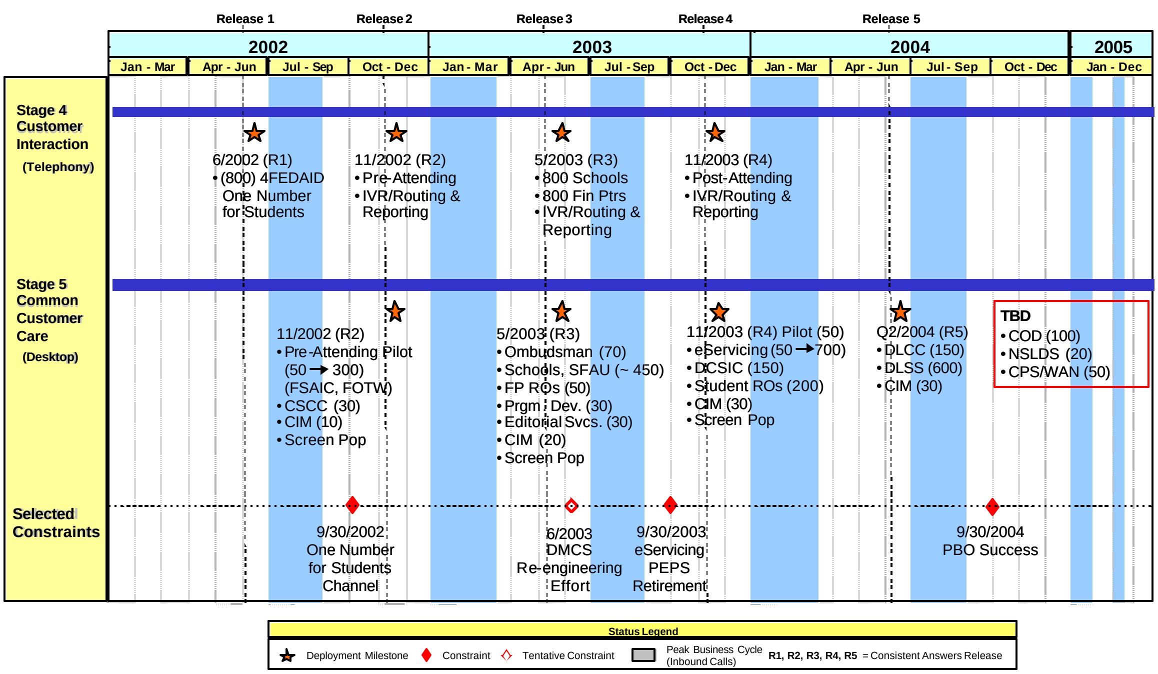
I. Purpose

Consistent Answers will generate savings and improve customer service by reducing the number of customer contact points and integrating FSA offices and Operating Partners onto a single common customer service platform to manage customer interactions. In addition, the common customer service platform will enable enterprise communication through message broadcasting and access to a single knowledge repository. The CRM technologies combined with a streamlined customer interaction center (CIC) structure will provide enhanced and more efficient service to customers and reduce costs.

Due to the magnitude of this effort, it is necessary to adapt project-wide guiding principles and repeatable methodologies in order to gain efficiencies and confirm quality. The Consistent Answers team, which includes members from FSA, Operating Partners, and Modernization Partner, will achieve the foundation for an enterprise-wide common customer service platform by adhering to the guidelines and approaches described in this document. Specifically, this document will detail project milestones, scope for Release 2.0, the requirements gathering approach, the design approach, and the enterprise review approach.

II. Project Milestones

The graphic below shows an integrated timeline, including the high level deployment milestones for each release, over the life of the Consistent Answers project. Release 2.0 is scheduled for deployment in November of 2002.



III. Scope Definition

As a guiding principle, the Consistent Answers Team will build the foundation for a common-service platform by enabling base functionality for all Customer Interaction Centers. Keeping this principle in mind, certain call center functions were deemed out of scope due to the high level of customization necessary to provide the capability. This section outlines the Scope Definition for Release 2.0, which consists of Customer Service Call Center (CSCC), Federal Student Aid Information Center (FSAIC), FAFSA on the Web (FOTW) and Customer Interaction Management (CIM). This scope definition does not include Telephony enhancements. Only enterprise-wide knowledge/content management processes and tools for Consistent Answers will be developed and populated. The CSCC Lotus Notes application will be retired as part of this release.

A. Customer Service Call Center (CSCC)

The CSCC responds to policy and operational inquiries from the public, financial aid community, Department of Education staff, and Congressional staffs. Primary customers include Financial Aid Administrators, Guaranty Agencies, Lenders, CPAs, Lawyers, Department of Education Staff, and Congressional Staff. The Consistent Answers team will provide 30 users, comprised of CSRs, supervisors, and administrators, with the Consistent Answers Siebel application. The application will enable the following CSCC capabilities:

- Contact Log Information
- Track and Escalate
- Management and Performance Reporting
- Applicant Systems General Inquiry
- Campus Based Change
- Direct Loans General Inquiry
- FFELP General Inquiry
- LEAP General Inquiry
- Referrals to other call centers or delivery partners
- School Account Information

No data will be converted from the existing CSCC Lotus Notes Application. Instead, a reference archive copy will be made available for use. See *Consistent Answers Sequencing Plan – Release 2* for further scope documentation.

B. Federal Student Aid Information Center (FSAIC) / FAFSA on the Web (FOTW)

The FSAIC and FOTW organizations will be combined into one center that supports Pre-Attending and Attending customers. Representatives in the Pre-Attending/Attending center have knowledge of the Awareness and Apply/Receive phases in the financial aid lifecycle. The FSAIC is the U.S. Department of Education's established and publicized toll-free telephone service (1-800-4-FEDAID) providing timely and accurate general information to the public regarding federal financial aid. The goal of FOTW is to assist parents and students in completing the Department of Education's Free Application for

Federal Student Aid over the Web. The Consistent Answers team will pilot 50 users, comprised of CSRs, supervisors, and administrators, with the CA Siebel application. The remaining 250 FSAIC/FOTW users will receive the CA Siebel application after peak inbound call season subsides. The pilot application will enable the following FSAIC/FOTW capabilities:

- School Account Information
- Change of Institution
- College Is Possible or similar campaign questions
- Configuration/Browser Solution Search
- FAFSA Help
- FAFSA Status Check
- NSLDS Check
- Refer to Financial Aid Administration
- SAR Corrections
- SAR Duplicate Request
- Website/PIN Site Help
- CTI/IVR Integration
- Screen Pop

See *Consistent Answers Sequencing Plan – Release 2* for further scope documentation.

C. Customer Interaction Management (CIM)

The CIM is the new FSA organization that will ensure consistent delivery and operations across all Customer Interaction Centers (CICs). The goals of CIM are to improve consistency of answers across all call centers and to analyze data to better understand customers. CIM is responsible for managing supporting contracts and centrally located finances, as well as ensuring that the implementation of technology and telephony is consistent and accurate. The Consistent Answers team will provide 10 users, comprised of managers and supervisors, with the CA Siebel application. The application will enable the following CIM capabilities:

- Call Center Administration
- Call Center Management

See *Consistent Answers Sequencing Plan – Release 2* for further scope documentation.

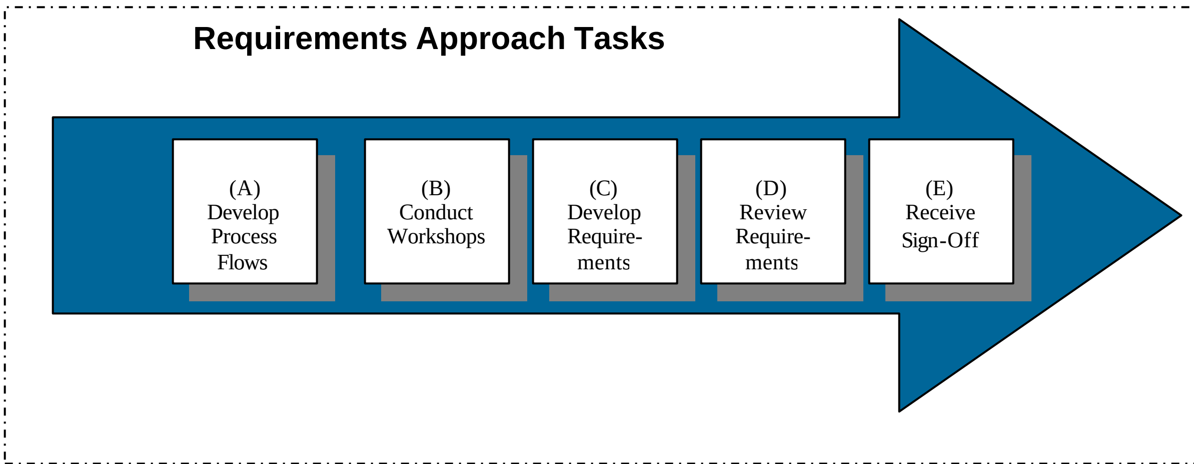
D. Out of Scope

Release 2.0 will provide base capabilities within the CA Siebel application. Email response management and automation, written correspondence, fax, integration with Imaging and Document Management systems, and web chat integration will be considered for incorporation in a future release.

III. Requirements Approach

In order to provide the capabilities described above, the Consistent Answers Team, comprised of team members from FSA, Operating Partners, and Modernization Partner, will work together to define Release 2.0 requirements. Requirements will serve as the specifications for the application to be built. The requirements gathering methodology is composed of five primary tasks illustrated in the figure below. In accordance with the methodology described in the *SLC Process Guide*, the Requirements Deliverable should satisfy the scope and processes defined during the previous phase while providing enough detail to design the solution during the detailed design phase.

In addition, to support this methodology and Capability Maturity Model (CMMi) Level 3 Certification, the Consistent Answers Team will use Rational RequisitePro to manage the requirement gathering process. The Rational RequisitePro tool is discussed in more detail in the *Tool Description*.



A. Develop Process Flows

Process flows are visual representations of business functions. By developing process flows, all team members participate in describing and confirming the business function for the centers. This common, fundamental understanding of the business processes will provide the basis for the requirements gathering step. High level process flows were created during the Consistent Answers discovery stage and will be revised prior to the development of requirements. This validation and revision is key, because some processes may have changed since the initial discovery sessions in 2001.

FSA and the Operating Partners will once again validate the information that was previously gathered and help create detailed process flows. Once general consensus is reached, each individual step of the process flows will be used to generate functional requirements.

B. Conduct Workshops

The Consistent Answers team will hold an initial workshop and subsequent meetings throughout the requirements gathering process. These workshops will provide an opportunity to validate process flows; gather requirements; review completed work; and ensure group participation and consensus throughout the requirements gathering process. The Consistent Answers team will convene weekly, in person or via conference call, on a schedule determined by the team.

Following the initial workshop, members of the Consistent Answers team will review the requirements gathered in a requirements deliverable, explained below.

C. Develop Requirements

Members of the Consistent Answers team will document functional requirements from the workshops in a Requirements Deliverable. The Requirements Deliverable will provide a comprehensive view of the requirements gathered and validated in requirements workshops.

Each requirement will be assigned specific properties, such as priority, category, and scope status. Most importantly, the requirements will be tied to, or associated with, each detailed process flow. By tying each requirement to a step in the detailed process flows, the Consistent Answers team can ensure the application will serve the users' business needs.

D. Review Requirements

Members of the Consistent Answers team will review the various drafts of the Requirements Deliverable during each requirements meeting. The team should expect to revisit the requirements several times as processes and business needs are defined; however, once the requirements are finalized, the Consistent Answers team must also review the Requirements Deliverable with members of FSA, Siebel, and the Operating Partners. A complete review and validation of the requirements will be imperative to provide an accurate and thorough foundation for the system design.

E. Receive Signoff

FSA, the Operating Partners, and Modernization will sign off the finalized Requirements Deliverable before the Consistent Answers team will begin system design.

Tool Description

The Department of Education has decided to implement a CMMi Level 3 Certified requirements management tool, Rational RequisitePro. This tool is intended for requirements gathering throughout the Modernization effort.

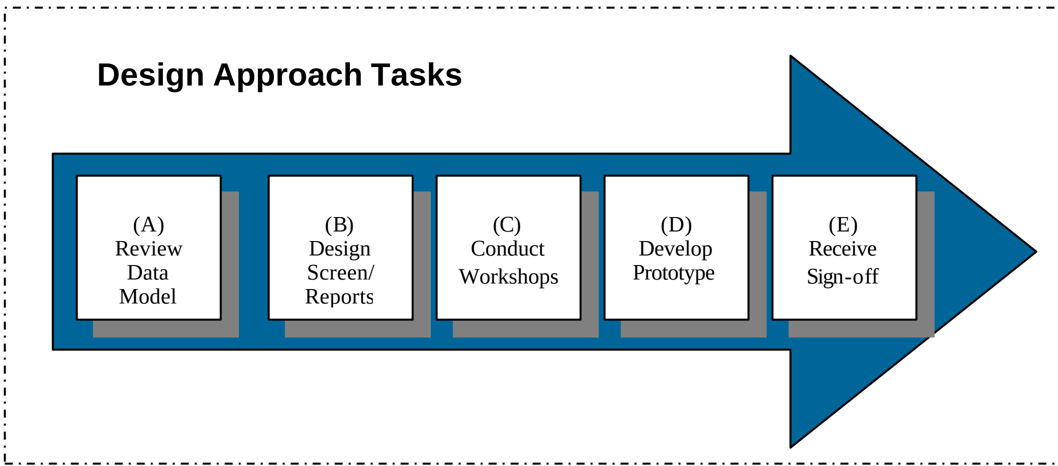
Rational RequisitePro is a requirement repository structured and customized to specific projects. Each project has companion documents and requirements; these requirements can be relational, traceable and hierarchical.

RequisitePro offers team collaboration via its discussion functions and the ability to easily move between the requirements database and MS Word. Real-time change impact analysis allows each team member to understand how a change affects other parts of the project. The tool automates revision history and links to Word documents that contain the detailed requirements information.

Consistent Answers will be the first team from FSA Modernization Partner to use RequisitePro. Working in cooperation with the RequisitePro Roll-Out Team, Consistent Answers will lay the foundation for other Modernization teams by creating templates and methodologies that can be reused.

IV. Design Approach

Once requirements have been agreed upon, the Consistent Answers team will begin the design phase of the release. The outputs of this phase will serve as the blueprint for the CA Siebel application. In accordance with the methodology described in the SLC Process Guide, the design deliverables should satisfy the requirements defined during the previous phase and provide enough detail for the solution to be developed during the build phase. The design phase is comprised of five stages depicted below.



A. Review Data Model

The eServicing data model will be used as the foundation for the Consistent Answers data model. While the team will leverage the eServicing data model, team members acknowledge that modifications will need to be made to best meet the requirements defined for Release 2.0 and for the ultimate enterprise solution.

B. Design Screens/Reports

Once the data model has been reviewed, the team will develop screen and report design documents. These design documents will show the intended layout for CA Siebel screens, associated views and applets, and reports. There will be a separate design document for each view, and similarly for each report. Each design document will describe the expected function of the view or report. These design documents are essential to the system lifecycle process as it is the users' first opportunity to provide input to the appearance and function of the application.

C. Conduct Workshops

In an effort to bridge the gap inherent from working in multiple locations, standing conference calls will be held weekly at a day and time agreed upon by all parties. The purpose of these workshops is to review design progress, confirm detail design, resolve issues, ask questions, and voice concerns.

D. Develop Prototype

The application development team will use the design documents to create a prototype of the Siebel application. This prototype will include preliminary screens, views, applets and fields. The prototype will give the users an opportunity to navigate through the application, to further confirm design, and to validate requirements (before the application development team continues to build complex application logic). A prototype review session will be scheduled so that users will be able to have hands-on experience with the prototype and provide feedback.

E. Receive Sign-off

All Release 2.0 stakeholders must agree on the detail design documents in order for the Consistent Answers team to continue with the build phase of the application. FSA and the Operating Partners will sign off on the finalized design deliverables before the Consistent Answers team will begin system design.

V. Enterprise Review Approach

A. Purpose

The purpose of the Enterprise Review is to ensure that all members of the Extended FSA Enterprise, including those outside of the immediate release, are involved in the design and build phases of the enterprise-wide solution. This includes key milestones, status checks, forums for input, and documentation. Representatives from each organization will comprise the Enterprise Review team and will conduct the enterprise review at the end of the detail design phase for each release.

B. Stakeholders Involved

The following Operating Partners are included in the Enterprise Review:

- ACS
- AFSA
- NCS

C. Conducting Enterprise Reviews

After the detail design phase of each release, the Enterprise Review team will meet via conference calls and/or meetings in Washington, D.C. or Reston, VA. The meetings will provide a forum to review progress, ask questions, come to agreement on issues, and raise concerns. An agenda and draft design documents will be sent to all parties two weeks ahead of time to allow for adequate review time. (Note: Design documents are in draft format since the Enterprise Review team must first review the application design. If a representative does not attend an Enterprise Review session on a day that was agreed upon by the entire team, the Consistent Answers team will continue with design and initial build of the application).

D. Activities Covered

The following activities will be covered in the Enterprise Reviews:

- *Enterprise Data Model.* An Enterprise Data Model is a high-level view of the data used by an organization. The model focuses on how each piece of data relates to other data in the enterprise, and how business areas are supported by the various systems and datasets available throughout the enterprise. Sharing and reuse of data is an essential feature of any data model. All parties involved will ensure that the data model is structured to support each customer interaction center as the application is deployed in future releases.

- *Enterprise Organizational Visibility.* Within the Siebel application, an organization can break itself up into logical groups, and then display information appropriate to each of those groups. This provides the ability to limit visibility to all data based on the organization(s) to which users are assigned. Organizational visibility provides a more secure, efficient, and easy to use application. All parties involved will ensure that organizational visibility is consistent across the enterprise.

- *Tier 1 Analysis.* For each Customer Interaction Center, the types of inquiries anticipated can be divided into levels of complexity, or tiers. Each tier of inquiry has specific criteria defining it as Tier One, Tier Two, etc. Some of the most common inquiries that meet Tier One criterion include status checks and balance inquiries. Tier One inquiries would also include requests for materials or applications. Additionally, any inquiry that can be automated within the IVR Self-Service system may be considered Tier One. Since Tier One inquiries will cross all of the logical centers it is important that these inquiries are incorporated in an enterprise-wide approach. All parties involved will ensure that tier one inquiries are handled consistently across the enterprise-wide solution.

- *Deployment/Rollout Strategy.* All parties will involved to ensure the deployment strategy will support all customer interaction centers in future rollout of the application. In addition, the deployment strategies for past releases will be reviewed and analyzed.

- *Documentation.* Comprehensive documentation, documenting progress, methodology, and activities covered in Enterprise Review meetings, will be provided to all parties.